



**Living Heritage Symposium 2017**

**DRAFT ACTION PLAN**

## GUIDING QUESTIONS

*How can preservation be the heart of sustainable development?*

*How can we manage social heritage with urban development?*

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As with many cities around the world, San Antonio is experiencing the pressures of supporting new economic development and growth while protecting community character and cultural heritage. Here, the past and the future co-exist between multiple layers of history, cultures, and social identities. San Antonio reveres this unique heritage. We hosted the Living Heritage Symposium to help us develop tools and strategies for the treatment of culturally significant properties and for the protection of intangible heritage.

We also wanted to talk about ways to promote this living heritage to the benefit of the community. We have experienced a few high-profile, controversial cases related to properties that are culturally significant. Traditional design guidelines aren't necessarily sufficient to guide us in decision-making and these cases can be difficult for staff, the review commission and for the community.

San Antonio is not alone in dealing with this issue so we invited policy-makers, heritage professionals, academics, community organizations, neighborhood advocates and activists to work together to develop tools and strategies that would help us all better manage cultural heritage and sustainable development while promoting living heritage to the benefit of the community.

Over 100 participants joined us. They came from as far away as Hong Kong, Australia and Turkey and as nearby as Austin, Texas to formulate the recommendations for action that follows in the next few pages.

*“Equitable development is an approach to meet the needs of underserved communities through projects, programs, and/or policies that reduce disparities while fostering places that are healthy, vibrant, and diverse.” – Carlton Ely*

## Heritage and Social Impact Assessments

*Tools for tracking and mitigating effects of development on both physical and living heritage*

Heritage and Social Impact Assessments (HIAs) are valuable tools used around the world to measure the consequences of development on cultural heritage and social groups. The impact can be both positive and negative. This discussion considered how Australia has implemented Heritage Impact Assessments and how the assessments are used. In the United States, Social Impact Assessments (SIAs) are used by the Environmental Protection Agency. The session covered the potential SIAs pose have as a tool for equitable urban development. The recommended action steps were presented as practices that may be taken to help establish future implementation of HIAs and SIAs.

### Session Presenters:

- **Ege Yildirim** Independent Consultant, Instructor, & Heritage Site Manager of the Historic Guild Town of Mudurnu (Turkey)
- **Carlton Eley** US Environmental Planning Agency (United States)
- **Sharon Veale** GML Heritage (Australia)





### **What can I do?**

#### **Action Items:**

1. Undertake fine grained community values mapping studies
2. Develop community-based participatory research
3. Engage communities and adopt participatory planning models
4. Identify and prioritize vulnerable aspects and attributes
5. Integrate cultural heritage values into urban land use planning and development
6. Nurture and develop public and private partnerships
7. Develop policy creating and supporting Cultural Heritage Corridors and Districts
8. Quantify and communicate value of heritage to outside audience

### **How can I do it?**

#### **Suggested Next Steps:**

1. Convene cultural mapping sessions with citizens to define what intangible and tangible heritage is for specific communities and to identify the values of heritage
2. Facilitate discussions on findings of cultural mapping sessions with community, policy makers, developers and other stakeholders to develop strategies and framework for assessments
3. Review NEPA Section 101 for policy references. Identify any local NEPA policies which can provide foundation for creating local assessments.
4. Use the discussions to foster dialogue between community and developers and to develop public/private partnerships
5. Use cultural mapping and assessments to develop policy for Cultural Heritage corridors and districts
6. Develop methodology for heritage impact matrices

*“What we really come back to at the end of the day with ‘treatment’ is like looking after a place, we’re looking to retain the cultural significance and the value.” – Ege Yildirim*

## **Sensitive Treatment of Culturally Significant Properties**

*Tools for managing and maintaining living heritage embedded within historic fabric*

Cultural significance is often not tied only to physical characteristics. Traditional design guidelines are not necessarily sufficient and these cases of cultural significant can be difficult when utilizing traditional tools. San Antonio has developed a proven method for landmarking culturally significant properties but the treatment of these properties after designation is not always clear. The session highlighted tools used throughout the world that assist in appropriately guiding treatment of culturally significant properties. Special use districts, site management planning methods, inclusive interpretation, sustainability incentives, new forms of designation, and data collection efforts were highlighted as opportunities and tools available.

### **Session Presenters:**

- **Donna Graves** Independent Historian/Urban Planner (United States)
- **Ege Yildirim** Independent Consultant, Instructor, & Heritage Site Manager of the Historic Guild Town of Mudurnu (Turkey)
- **Tim Frye** San Francisco Planning Department (United States)



### **What can I do?**

#### **Action Items:**

1. Develop Management Plans for Heritage Areas
2. Develop Special Use Districts or other forms of zoning support/restrictions for Culturally Significant Areas
3. Utilize the UNESCO 17 Sustainable Development Goals (SDGs)
4. Create forms of designation for intangible heritage
5. Integrate story-telling into management plans and policy decisions to make sites relevant
6. Establish methodology for recording and documenting living heritage

### **How can I do it?**

#### **Suggested Next Steps:**

1. Hold public meetings and use creative engagement to develop cultural heritage criteria based on community values and practices
2. Use photography, video, and audio to build an intangible heritage database to reference during future site assessments and inventory efforts
3. Conduct intangible heritage surveys to collect measurable data
4. Analyze stories, surveys, and community values to determine geographic areas or resources for eligibility for special use zoning
5. Use all data collected to create Heritage Management Plans for specific sites and areas. Plans should include mitigation, story of place, tourism effects both positive and negative as well as both economic and social development.
6. Assess how your city is or is not implementing UNESCO's 17 Sustainable Development Goals and develop methods for tracking data to create a local agenda for the SDGs
7. Recognize and celebrate multiple narratives associated with a heritage site to reinforce social cohesion and encourage community resilience

*"It really is the intangible that makes a place out of a location – nobody ever says, "Oh this place has a great sense of location", it's a sense of place." – Donovan Rypkema*

## **Leveraging Living Heritage for Economic Prosperity**

*Tools empowering people to manage change and build prosperity based on their cultural heritage*

Preservation has the potential to build prosperity for communities that practice their living heritage, in turn, ensuring the continuity of the communities' culture. The charge for this session was to develop recommendations for ways in which communities can keep their character, both tangible and intangible, by leveraging living heritage for economic development. Examples from around the world included grassroots tourism initiatives focused on authentic local experiences, traditional skills education, business training, incentives for legacy businesses, and developing rapport between communities and developers.

### **Session Presenters:**

- **Donovan Rypkema** Place Economics & Heritage Strategies International (United States)
- **Ester van Steekelenburg** Urban Discovery (Hong Kong)
- **Mike Buhler** San Francisco Heritage (United States)



## **What can I do?**

### **Action Items:**

1. Facilitate dialogue between developers and community
2. Use economic information to create dialogue with developers
3. Promote collaboration between municipal government and local non-profits
4. Develop place branding toolkits for communities
5. Develop programs to support legacy businesses
6. Celebrate with events that highlight the spirit of place
7. Acknowledge, respect and integrate community's own stewardship of their culture

## **How can I do it?**

### **Suggested Next Steps:**

1. Conduct research and quantify how living heritage has already economically benefitted the community, identify additional economic potential for living heritage
2. Release findings on the research and make them publicly accessible
3. Create a Legacy Business Program that supports and markets businesses that perpetuate living heritage
4. Develop financial incentives for Legacy Businesses and landlords to encourage their commitment to survive and thrive
5. Meet with communities to identify sense of place, use that information to develop branding toolkit
6. Create a special event particular to community that helps them highlight their specific heritage
7. Research examples of community ownership and management of heritage assets and/or 'social landlord' programs
8. Promote people-centered tourism by inviting community to submit local events, cultural sites, and experiences that represent their culture
9. Encourage adaptive reuse projects that benefit community while also serving tourism industry

## **APPENDIX A**

### **List of Tools to Preserve Living Heritage**

The following examples are tools and strategies actively used in cities, states, and/or countries to preserve living heritage. This list was assembled based on presentations and World Café sessions during the 2017 Living Heritage Symposium and is not intended to be complete or comprehensive.

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## **APPENDIX B**

Directory of Participants

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